Recruitment and Retention of Young Professionals

GROUP 1 - FINAL REPORT

August 2014
# TABLE OF CONTENTS

Acknowledgements..........................................................................................................................3  
Executive Summary.........................................................................................................................4  
I. Statement of Problem..................................................................................................................7  
II. Objective and Summary of Activities.......................................................................................7  
III. Memorandum............................................................................................................................8  
IV. ITE Demographic Data.............................................................................................................9  
V. Other Professional Societies - Membership Structure & Value Proposition......................10  
VI. Existing and Proposed ITE Fee Structure............................................................................11  
VII. Survey of Recent Graduates.................................................................................................13  
VIII. Mentorship Survey...............................................................................................................14  
IX. New and Proposed Benefits for Young Professionals.........................................................14  
X. Recruitment Strategy..............................................................................................................17  
XI. Discussions with District Leaders.........................................................................................18  
XII. Accomplishments to Date....................................................................................................18  
XIII. Summary of Recommendations..........................................................................................18  
XIV. Group 1 Contact Information..............................................................................................19  
Appendix A: Group 1 Memo of Intent ......................................................................................20  
Appendix B: Membership by Age and District .........................................................................21  
Appendix C: Preliminary Financial Impacts Calculated by ITE Staff......................................22  
Appendix D: Letter to Graduating ITE Student Members.........................................................24  
Appendix E: Letter to New ITE Members..................................................................................26  
Appendix F: Letter to Employers of Young Members...............................................................27  
Appendix G: Group 1 Intermediate White Paper ........................................................................29  
Appendix H: Existing Young Member Activities .......................................................................31  
Appendix I: Results of Mentorship Survey ................................................................................33  
Appendix J: Survey for Recent Graduates..................................................................................35
Acknowledgements

We would like to thank Hibbett Neel and the ITE Board of Direction for their ongoing support throughout the duration of this project. We appreciate the time they gave to participate in discussions with us and their consideration of our suggestions.

We are grateful to Tom Brahms for his willingness to consider and promote our ideas and for continuously sharing information relevant to this project with us.

We appreciate Aliyah Horton, Michael Sanderson, and Glenn Tecker for encouraging us to pursue this project and for providing requested information.

We want to thank the inaugural LeadershipITE Class for responding to our Mentorship Survey.

We are grateful to Auburn University, Marquette University, UMass – Amherst, University of Illinois, The University of Texas, and Washington State University for responding to our request for contact information for recent transportation graduates.

Finally, we would like to thank Jenny Grote, the Executive Board liaison to the Young Member Committee, for her support of young professionals throughout the organization.
The Executive Summary

With membership numbers dwindling, Mr. Grey Hair & the ITE Express roll into a new part of town looking for new members. Suddenly, the bus pulls up to a stop with a few young, vibrant kids looking to join an organization that fully understands their needs and provides opportunities to grow professionally. Mr. Gray Hair knows this could be an opportunity to strengthen membership & ITE’s status as the world’s best organization!

As the Kids board the bus, they are taken aback by a few things. First, the young lady noticed that everyone on the bus appears to an older male. She wonders if they can relate to her. The next young man was hoping to have some fun and doesn’t see many opportunities. The last kid realizes he did not bring enough money and may not be able to pay the steep dues to be on the bus. As the Kids settle into their seats, they pass several other organizations out the window which appear to be much more fun, economical and focused on their needs. Mr. Grey Hair notices they seem unhappy and are contemplating getting off the bus to join forces with a rival organization. He quickly starts to come up with a plan to keep the kids on board the ITE Express! Will Mr. Grey Hair’s Plan work?

From The Desk of Mr. Grey Hair

The Plan:

- Revise Dues Structure
- Plan Events catering to Younger Members
- Provide Mentorship Opportunities
- Provide Joint YPT Membership
- Better Young Member Awards
- Featured Section in ITE Journal
- IBOD Position
Motion for ITE Board of Direction Approval in August 2014

THAT the 2014 LeadershipITE Group 1 “Recruitment and Retention of Young Professionals Final Report” is accepted for information.

Membership Dues:

THAT the IBOD endorse the $30 to 30 membership dues structure, as presented below;

<table>
<thead>
<tr>
<th>Age as of October of prior year</th>
<th>Annual Dues</th>
<th>International Share (85%)</th>
<th>District Share (10%)</th>
<th>Section Share (5%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>$0.00</td>
<td>$0</td>
<td>$0.00</td>
<td>$0</td>
</tr>
<tr>
<td>24</td>
<td>$30.00</td>
<td>$25.50</td>
<td>$3.00</td>
<td>$1.50</td>
</tr>
<tr>
<td>25</td>
<td>$60.00</td>
<td>$51.00</td>
<td>$6.00</td>
<td>$3.00</td>
</tr>
<tr>
<td>26</td>
<td>$90.00</td>
<td>$76.50</td>
<td>$9.00</td>
<td>$4.50</td>
</tr>
<tr>
<td>27</td>
<td>$120.00</td>
<td>$102.00</td>
<td>$12.00</td>
<td>$6.00</td>
</tr>
<tr>
<td>28</td>
<td>$150.00</td>
<td>$127.50</td>
<td>$15.00</td>
<td>$7.50</td>
</tr>
<tr>
<td>29</td>
<td>$180.00</td>
<td>$153.00</td>
<td>$18.00</td>
<td>$9.00</td>
</tr>
<tr>
<td>30</td>
<td>$210.00</td>
<td>$178.50</td>
<td>$21.00</td>
<td>$10.50</td>
</tr>
</tbody>
</table>

AND THAT ITE staff implement the structure by September 30, 2014;

THAT Effective September 30, 2014, that younger member rates (for members aged 35 and under) at all international conferences, technical exhibits, and forums be set at the same rate as retirees, irrespective of membership status or early-bird status.

Recruitment:

THAT the Young Member Committee creates a best practices document outlining process for connection with, and recruitment of young members to ITE;

Benefits:

THAT the Young Member Committee report back to the IBOD by September 30, 2014, with a recommended strategy for the establishment of a formal ITE Mentorship Program and Conference ‘Buddy Program’ for use at Section, District, and International levels;

THAT the Young Member Committee to report back to the IBOD by March 31, 2015, with a recommended strategy for inclusion of younger members across all levels of the organization;

THAT ITE Staff create a “Welcome to ITE Tutorial and Package” by September 30, 2014;

AND THAT ITE Staff advertise this package as part of 2015 membership dues collection to all existing members;

AND FURTHER THAT ITE Staff advertise and distribute the “Welcome to ITE Tutorial and Package” to new members as of October 1, 2014;

THAT ITE Staff include an on-going feature segment in ITE Journal recognizing younger members’ activities and/or accomplishments in a consistent, easily accessible location, effective the January 2015 edition;
THAT effective August 15, 2014, the Young Members Committee is responsible for awards related to younger members;

THAT ITE join forces with Young Professionals in Transportation (YPT) to simplify joining YPT when paying ITE annual dues;

THAT for 2015 dues collection, ITE staff include a donation line for younger members’ activities;

AND THAT ITE provide a dedicated source of funding for young members’ activities, including scholarships for LeadershipITE participants and Young Member Committee initiatives, by September 30, 2015.
I. Statement of Problem

Like many professional organizations, ITE is experiencing a decline in membership and attendance at international meetings. This trend affects not only ITE but the entire transportation profession. With fewer numbers, our voice to promote transportation initiatives becomes weaker. This trend of declining membership and meeting attendance is particularly apparent among younger professionals. According to ITE staff, ITE has strong student involvement at universities with nearly 3,000 student members nationwide; however, only 15-20% of these students transfer their membership to full ITE status upon graduation. Membership continues to decline through the earlier years of the young professional’s career before rebounding. In addition, young member attendance at International meetings is quite low. During 2013-2014, young professional representation consisted primarily of the LeadershipITE participants who were required to attend as part of the program. In order to inject additional energy and innovative ideas into the meetings and conferences, ITE needs new strategies to encourage young member attendance.

II. Objective and Summary of Activities

Our objective is to provide useful research and suggestions to increase ITE’s young professional population and subsequent involvement in the organization. We believe that this objective will be accomplished by balancing the cost of membership with the value received from involvement in the organization. Consequently, we focused specifically on reducing costs and improving benefits for young professionals, as well as developing a strategy to recruit young professionals by informing them of these reduced costs and improved benefits.

Phase 1: Problem Statement & Action Plan

The first phase of our project was to formulate our problem statement. Since we knew the formation of a new Young Member Committee was underway, and our project would be so closely tied to this committee’s objectives, we wanted to make the committee aware of our work and solicit feedback on our approach. We outlined our problem statement and preliminary action plan in a memorandum and sent it to Hibbett Neel,
International President, and several instrumental people within the organization. More information on this memorandum is in Section III.

Phase 2: Data Collection
To make any correlations regarding young member recruitment, we undertook an extensive data collection effort. The group acquired and used the following data:

- ITE demographic data from ITE Headquarters.
- Review of the recently conducted ITE Membership Survey from a younger member’s perspective.
- An investigation and comparison of other professional organizations’ practices for recruiting and retaining younger members.
- A mentorship survey developed and distributed to the LeadershipITE class.
- Recent graduates’ contact information to conduct surveys to identify the existing and potential value that ITE provides young members.

Phase 3: Preliminary Conclusions and Miami Preparation
Once we completed our data collection effort, we presented our preliminary findings to the IBOD at the Miami Technical Conference. Many of the IBOD members provided valuable feedback.

In addition to the presentation, the group organized two events on behalf of the fledgling Young Member Committee: a happy hour and a Young Member Roundtable. Both events were very successful among attendees of all ages. The happy hour drew a large proportion of all conference attendees, and the Young Member Roundtable resulted in lively discussions among a full room of new and experienced professionals.

Phase 4: Reduced Dues Discussions
Shortly after the Miami Technical Conference in March 2014, we developed a brief white paper on the restructuring of young member dues, one of our primary concerns. In the paper, which is Appendix G, we proposed a graduated fee structure. After submitting the paper to the IBOD, Tom Brahms and Hibbett Neel immediately followed up with a conference call that included several members of the group and the Young Member Committee. During this call, Tom and Hibbett indicated that the IBOD would be acting on this dues reduction in short order and we should switch gears to “roll-out” of the new fee structure and implementation of additional young member benefits.

The IBOD held a conference call on April 22, 2014 where the Board approved lower dues for the students graduating college this year and agreed to continue discussions at the August IBOD meeting in Seattle.

Phase 5: Information Roll-Out
In order to effectively implement the new fee structure, Group 1 developed several pieces of information which could be beneficial for Student chapters, Section and District leadership, and employers. This information includes letters to graduating students, new ITE members, and employers of young members, along with lists of young member activities occurring at the District and Section levels. All are available as appendices.

Phase 6: Final Conclusions and Presentation
This paper and a final presentation for the IBOD in August represent the combined efforts of the six Group 1 members.

III. Memorandum

We submitted a memorandum of intent to Hibbett Neel, incoming ITE International President, and the members of the newly formed ITE Young Members Committee on December 6, 2013. Michael Sanderson, Aliyah Horton, and Glenn Tecker (ITE staff and consultants instrumental in the development of LeadershipITE) also received a copy of this correspondence. In the memorandum, we declared our intent to provide useful research and
suggestions regarding the recruitment and retention of young members in ITE. We highlighted our proposed action plan and requested feedback from the Young Member Committee and the IBOD. A copy of the memorandum is included in Appendix A.

IV. ITE Demographic Data

We reviewed ITE's Member Survey which was completed in June 2013 by Association Metrics. The survey included current ITE members, student members, 'friends' of the organization (e.g. partner organizations, etc.), and former members. The results, which were provided to the IBOD in 2013, revealed much about the organization as a whole and spanned many topics including ITE staff, member benefits, member loyalty, and a needs analysis. Our review focused on aspects related to younger members and drew some parallels within the organization as a whole as well as some distinctions described in this section. We tended to focus on survey respondents who were under 35, which was 30% of the total sample size, and who had 15 years of experience or less, which comprised 44% of the survey respondents.

"The Survey Said"

Salient survey points related to younger members included lapsed membership, loyalty, and reasons to belong to ITE. These three points are summarized below:

Lapsed Membership

- 38% of lapsed membership respondents were aged 35 and under.
- 58% of lapsed membership respondents had 15 years of experience or less.

Loyalty

- Three to five years is the tipping point when a member becomes loyal to ITE.
- Younger Members were likely to be more loyal after attending an international conference, technical exhibit, district conference, and/or section meeting.
- Conversely, members as a whole, including younger members, were most vulnerable to leave the organization when they did not attend any meetings within five years.

Reasons to Belong to ITE

For all members, the top four reasons to belong to ITE were ranked as follows:

1) To stay current
2) To network
3) For professional development
4) To support the profession

For younger members and those with less than 15 years of experience, networking and professional development were cited as the highest reasons to belong, with staying current ranked third.

What the Survey Really Said

Loosely interpreted, ITE does not meet the needs of its younger or less experienced members well enough to retain the majority of them. As discussed elsewhere in this report, other organizations provide roughly the same level of benefits for less cost. Nothing was identified to set ITE apart as a "leader" in a particular hot topic. Taking the quantitative results of the survey, along with qualitative comments offered, we identified the following topics as improvement areas for ITE to help younger members and those with 15 years or less of experience stay and be active within the organization:

Lower Dues

In recent months, ITE has already made some changes to younger member dues. In addition to these changes, we recommend some additional alterations to the dues structure as discussed in subsequent sections of this report.
Attendance at District and Annual Meetings
A higher retention rate for younger members is likely when they attend either a district or annual meeting (or both). ITE should consider mechanisms to assist increasing the number of young attendees at a district or international level meeting and ensure that meeting content satisfies their desire to keep current.

The Volunteer Experience
ITE should ensure that younger members have plenty of opportunities to get involved and volunteer their time. Volunteer opportunities could include technical work, committee involvement, social opportunities, conference planning, speaking, and/or writing skills development. Volunteers should not only be sought, but actively recruited for positions tailored around their strengths (i.e. appointed to a position, tapped on the shoulder, etc.).

More importantly, ITE needs to ensure that the volunteer experience at all levels is pleasant, appreciated, and fits in with the organizational goals. Over all respondents surveyed, results indicated that volunteering sometimes led to leaving the organization. Although details of why this result appeared are a bit puzzling, one could look anecdotally to a comment received by a current volunteer within the organization:

"I'll be honest, after being an ITE Section Officer for months now, I'm about ready to walk away from the organization all together. Thus far my experience has been that I'm not respected, older ITE members don't see a lack of young members as a problem, and there is nothing to enjoy in the experience. I've even gone so far as to try and figure out of if there is an ASCE chapter in the area that I can go be a part of. Hell, I might even start a YPT chapter here for no better reason than to demonstrate to the local ITE chapter that they are alienating young professionals."

Breaking In
From the survey, it becomes clear that compared to other organizations as a whole, retention and satisfaction rates are as good as or better than industry average. One of ITE's greatest strengths is that it often feels like a family gathering rather than a business meeting. However, unlike families where members typically enter by birth instead of by choice, an organization is in competition for the young professional. The first "ITE family reunion" that a young professional attends can be pretty uncomfortable -- a roomful of experienced professionals who know each other and know the industry. Young professionals often struggle to fit in without embarrassing themselves by sounding uninformed. Once ITE is successful in getting young professionals to attend a district or international meeting, ITE must identify ways to include and make the young professionals feel welcome. We suggest that this can be done through mentorship and buddy programs discussed in later sections of this report.

Change in Direction
Younger members, as exemplified by the topics chosen by this inaugural LeadershipITE class, are looking to this organization to evolve and offer something more than the "stereotypical traffic engineering". ITE must build upon that strength and be nimble, welcoming, and prompt in addressing hot topics and issues that encompass the entire transportation profession. From the younger member/less experienced professional perspective, a rapid cultural shift focused on current topics is required to retain their membership.

V. Other Professional Societies - Membership Structure & Value Proposition

Comparison of Dues
The recruitment and retention of younger members challenges other organizations. Other transportation professional societies engage in efforts to both improve value and reduce costs for their younger members. Some of the improved values include mentorship programs, training dedicated to young professional needs, and job placement assistance.

The table below compares membership dues for ITE and other organizations. The American Society of Civil Engineers (ASCE) and the American Planning Association (APA) both have a tiered membership structure for the first five years out of college. Women in Transportation Seminar (WTS) and APA also index membership fees based on salary, which reduces the cost for younger members by default. Other organizations of interest include
YPT (Young Professionals in Transportation), APWA (American Public Works Association), and SWE (Society of Women Engineers).

<table>
<thead>
<tr>
<th></th>
<th>Regular (US)</th>
<th>Young Member</th>
<th>Government</th>
<th>Retired</th>
<th>Canada</th>
<th>Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITE</td>
<td>$275-300 (incl. district and chapter)</td>
<td>$70-95 (year 1)</td>
<td>$120</td>
<td>$122.5</td>
<td>$248 (incl. sec)</td>
<td>$30</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$150-175 (year 2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$200-225 (year 3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASCE</td>
<td>$260</td>
<td>$50 (year 1)</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$85 (year 2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$125 (year 3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$175 (year 4)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$225 (year 5)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WTS</td>
<td>$95-225*</td>
<td>--</td>
<td>$95</td>
<td>$100</td>
<td>$95-225*</td>
<td>$30</td>
</tr>
<tr>
<td>APWA</td>
<td>$169 + chapter dues</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>YPT</td>
<td>$20</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>SWE</td>
<td>$100</td>
<td>$50 (year 1)</td>
<td>--</td>
<td>$50</td>
<td>--</td>
<td>$20</td>
</tr>
<tr>
<td>APA</td>
<td>$150-375*</td>
<td>$50 (year 1)</td>
<td>--</td>
<td>$75</td>
<td>$160</td>
<td>$45</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$50 (year 2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$69 (year 3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$88 (year 4)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$106 (year 5)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Salary indexed

**Value Provided by Other Professional Societies**

In general, most professional societies provide comparable benefits to their members: networking, continuing education, webinars on a variety of topics, publications, awards, and member discounts on publications and events. However, ITE’s dues are higher than for most other similar organizations.

**VI. Existing and Proposed ITE Fee Structure**

**Existing Dues**

ITE dues are comprised of three parts: International Dues, District Dues, and Section Dues. ITE International coordinates the dues for each of the Districts/Sections annually and invoices members each fall. Districts and Sections both set their own dues, and ITE International distributes funds based on memberships received each year.

ITE’s existing dues structure is shown in the table below. Most of the members pay $235 annually.

<table>
<thead>
<tr>
<th>Annual Dues</th>
<th>United States Districts 1-6, 9, and 10</th>
<th>Canada District 7</th>
<th>Other Countries District 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student First Year</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Student</td>
<td>$30.00</td>
<td>$30.00</td>
<td>$30.00</td>
</tr>
<tr>
<td>Student Transfer to Member</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year of Transfer to Member</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1st Year after Transfer to Member</td>
<td>$110.00</td>
<td>$95.00</td>
<td>$50.00</td>
</tr>
<tr>
<td>2nd Year after Transfer to Member</td>
<td>$160.00</td>
<td>$145.00</td>
<td>$100.00</td>
</tr>
<tr>
<td>Member</td>
<td>$235.00</td>
<td>$220.00</td>
<td>$175.00</td>
</tr>
<tr>
<td>Fellow</td>
<td>$265.00</td>
<td>$250.00</td>
<td>$185.00</td>
</tr>
<tr>
<td>Retired Members</td>
<td>$122.50</td>
<td></td>
<td>$112.50</td>
</tr>
</tbody>
</table>

**Proposed Dues**

As indicated in the 2013 ITE Membership Survey, cost is a primary obstacle to young professionals retaining their membership. We recommend reducing this obstacle through two modifications to begin in 2015: (1) implement a tiered annual dues structure for young professionals and (2) set an “Under 35” registration fee for both the Annual Meeting and Technical Conference.
Both recommendations expand upon two initiatives taken by the IBOD during their conference call on April 22, 2014. During this call, the IBOD approved a reduction in dues for recent graduates. 24-year-old members will pay dues of $30, 25-year olds will pay $55, and 26-year olds will pay $80. Ages 27 and beyond are considered full members and will pay full dues as such.

The IBOD also created a reduced membership rate of $300-400 (depending on timing of registration) for young professionals to attend the Seattle meeting. This reduced rate is equal to the rate charged to retirees, which we considered to be a key step in demonstrating that ITE is as committed to young members as they are to their long time members.

These two actions were important first steps to removing the cost obstacle, but they need to be expanded to obtain a greater impact on attracting younger members. While this new membership structure is an improvement over the previous labor-intensive coupon program, it does not match the level of support younger members are receiving from other organizations. On the April call, the IBOD agreed to further discuss the membership structure at the Seattle meeting in August 2014.

At the August Board Meeting, we recommend that the ITE Board of Directors vote to adopt the following tiered membership cost structure. It provides reduced but increasing dues for members age 30 and under, with the annual dues increasing in $30 increments. This “$30 to 30” proposal will aid young professionals early in their careers and will build a stronger ITE. We also recommend that ITE International provide the Districts and Sections with 10% and 5%, respectively, of the total dues collected, instead of allowing the Districts and Sections to charge additional fees to these young members.

<table>
<thead>
<tr>
<th>Age as of October of Prior Year</th>
<th>ITE Current</th>
<th>Proposal</th>
<th>ITE Int'l</th>
<th>District</th>
<th>Section</th>
<th>Total Paid Members Count</th>
<th>Revenue With Current Dues</th>
<th>Revenue With Proposed Dues</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>199</td>
<td></td>
<td></td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>24</td>
<td>$30.00</td>
<td>$30.00</td>
<td>$25.50</td>
<td>$3.00</td>
<td>$1.50</td>
<td>170</td>
<td>$5,100.00</td>
<td>$4,335.00</td>
<td>-$765.00</td>
</tr>
<tr>
<td>25</td>
<td>$110.00</td>
<td>$60.00</td>
<td>$51.00</td>
<td>$6.00</td>
<td>$3.00</td>
<td>161</td>
<td>$17,710.00</td>
<td>$8,211.00</td>
<td>-$9,499.00</td>
</tr>
<tr>
<td>26</td>
<td>$160.00</td>
<td>$90.00</td>
<td>$76.50</td>
<td>$9.00</td>
<td>$4.50</td>
<td>136</td>
<td>$21,760.00</td>
<td>$10,404.00</td>
<td>-$11,356.00</td>
</tr>
<tr>
<td>27</td>
<td>$235.00</td>
<td>$120.00</td>
<td>$102.00</td>
<td>$12.00</td>
<td>$6.00</td>
<td>136</td>
<td>$31,960.00</td>
<td>$13,872.00</td>
<td>-$18,088.00</td>
</tr>
<tr>
<td>28</td>
<td>$235.00</td>
<td>$150.00</td>
<td>$127.50</td>
<td>$15.00</td>
<td>$7.50</td>
<td>173</td>
<td>$40,655.00</td>
<td>$22,057.50</td>
<td>-$18,597.50</td>
</tr>
<tr>
<td>29</td>
<td>$235.00</td>
<td>$180.00</td>
<td>$153.00</td>
<td>$18.00</td>
<td>$9.00</td>
<td>158</td>
<td>$37,130.00</td>
<td>$24,174.00</td>
<td>-$12,956.00</td>
</tr>
<tr>
<td>30</td>
<td>$235.00</td>
<td>$210.00</td>
<td>$178.50</td>
<td>$21.00</td>
<td>$10.50</td>
<td>198</td>
<td>$46,530.00</td>
<td>$35,343.00</td>
<td>-$11,187.00</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>1331</td>
<td></td>
<td></td>
<td>$200,845.00</td>
<td>$118,396.50</td>
<td>-$82,448.50</td>
</tr>
</tbody>
</table>

Proposed Conference Registration Rate

We recommend that the conference registration rate for young members (those aged 35 and under) be set equal to the conference registration rate for retirees. Both of these costs should be set at the marginal cost of one additional conference attendee (the cost of providing food and conference space for one additional person). If ITE is to improve its image and reputation among young members, it is key that the organization let its members know that they are valued at least as much as retired members.

Financial Impacts and Mitigation Strategies

Reducing the costs of membership without a corresponding increase in membership would adversely impact the finances of ITE International, Districts, and Sections. On the International level, initial impacts would be dramatic with an estimated loss of nearly $100,000. Based on some of the preliminary budget information obtained from ITE Headquarters and shown in Appendix C, impacts to Districts and Sections would vary drastically but in total would be an estimated loss of another approximate $40,000.

Considering these potential large impacts, a detailed financial planning effort should be conducted and shared with District and Section leadership so that they know the exact impacts to their budgets. Most Districts and
Sections have already set their 2015 budgets based on anticipated membership dues. A drastic reduction in fees could impact the programs or scholarships that each of the Districts had planned for 2015. Also, this planning effort should set goals for Young Member Recruitment so District and Section leadership could understand the benefits of recruiting these younger members.

The potential financial impacts will only materialize if additional younger members are not recruited. Preliminarily, based on discussions with ITE Headquarters staff, it is anticipated that the addition of 710 young members, or an approximate young membership increase of 30%, would offset the losses discussed above.

In addition to the recruitment of young members to improve revenue numbers, other proposed mitigation strategies could help offset costs at the international level. These mitigation strategies could include:

- Reduce operating costs by providing volunteer opportunities for young members. Young members can be recruited to assist with registration tables, provide conference information (room directions), and assist with Traffic Bowl etc. This additional volunteerism would have a dual benefit: reduced cost and additional participation from young professionals.
- Send only electronic copies of the Journal to young members. Each year ITE spends a great deal of money to distribute the Journal, and young professionals (and others) have indicated that they would prefer to receive the journal in an electronic version over the paper version.

VII. Survey of Recent Graduates

As proposed in our initial action plan, we contacted universities throughout the United States to obtain contact information for recent transportation graduates. Specifically, we requested contact information for transportation graduates within the past five years. Some universities do not track transportation graduates separately from other engineering graduates, so we also requested contact information for former ITE student members and graduates who completed a transportation design project within the past five years. The following universities provided names and e-mail addresses:

- Auburn University
- Marquette University
- UMass – Amherst
- University of Illinois
- University of Texas
- Washington State University

We compiled this contact information into a single list of 490 contacts and developed a survey to obtain information from these recent graduates. We also made plans to offer a financial incentive to encourage survey participation, with each respondent entered into a drawing for a $200 gift card to be provided by the Washington ITE Section. The survey is shown in Appendix J.

Our intent was to e-mail out this survey via Survey Monkey at the end of January 2014. However, several weeks prior to this date, we requested and received a copy of the findings of the ITE Member Survey conducted in 2013. After reviewing these findings, we determined that they contained the information we desired and that minimal value would be gained by conducting our survey. Consequently, we opted to use the information in the ITE Member Survey instead of conducting our own survey. Our unused list of contacts can be provided upon request.
VIII. Mentorship Survey

*LeadershipITE Class Questions*
During our preliminary discussions, we quickly realized that we should consider the effects of mentorship on young member involvement. Our original hypothesis was that many young, active ITE members were encouraged to become involved by another individual. As the current LeadershipITE class is comprised of younger members, most who have been involved in ITE for some time, we chose to use the class as the sample for a mentorship survey.

We sent a survey to the class asking for answers to the following two questions:

*Was there a specific individual(s) that played a role in your own ITE membership and involvement?*

*What did that individual(s) do to encourage your involvement in ITE (i.e. provided financial support, notified you of meetings, introduced you to other ITE members, etc.)?*

*Mentorship Survey Results*
Detailed results are in Appendix I. Seventeen individuals responded and 13 (76%) reported that one or more individual(s) played a major role in their ITE involvement. Other common responses about encouraging involvement included:

- Many mentors approved or supported requests for financial assistance to attend meetings or pay dues within their companies.
- Many mentors encouraged, or sometimes required, individuals to attend meetings.
- When the young members started to attend meetings, many mentors pushed these individuals to take a more active role at the Section or District level.
- Some mentors were college faculty members who encouraged student chapter involvement.

Though not specifically requested, many responses included the names of those who acted as mentors. We did not contact them as part of our effort, but we felt that this information could be valuable in the future when trying to develop ideas for young member recruitment or perhaps even the creation of a formal mentorship program. The following names were commonly mentioned:

- Alex Ariniello
- John Corbin
- Steve Cyra
- Paul Eng-Wong
- Dr. Dan Fambro
- Alf Guebert
- Gary Jost
- Dr. Ray Krammes
- Lynn LaMunyon
- Jim Lee
- David Low
- Dr. Neil Rowan
- Chris Rhodes
- Ken Voigt
- Jeff Young

Following this survey, Group 1 took no further action on mentorship. We recommend this topic be investigated further to aid in young member recruitment, including looking at best practices of other organizations.

IX. New and Proposed Benefits for Young Professionals

Current benefits for young ITE members are limited, and this group suggests several new or renewed opportunities for young members to be involved in the organization. A list of existing young member benefits and events that Districts and Sections are currently providing is in Appendix H.
Young Member Committee
ITE recently created an eleven-member Young Member Committee, which is a good first step. In addition, they have provided funding and no-cost registration for five of those members to attend the Annual Meeting and Exhibit in Seattle in August 2014, which the members have stated is crucial to their ability to attend. The initial roster of committee members is shown below.

- Katherine Kortum (Chair), Transportation Research Board
- Jenny Grote (International Board liaison), City of Phoenix
- Adam Allen, Maser Consulting
- Matthew Davis, City of Toronto
- Michael Houston, Transpo Group
- Chris Pangilinan, San Francisco MTA
- Andrew Paul, Cambridge Systematics
- Alex Reyna, HNTB
- James Robertson, City of College Station
- Neelam Sharma, URS Corporation
- Peter Truch, Opus International Consultants
- Aaron Zimmerman, Montgomery County (Maryland)

Young Member Awards
According to the ITE website, the Institute officially offers three (3) awards targeted at members under the age of 35. The following outlines each award, its current criteria, and the last time it was awarded:

Past Presidents’ Award for Merit in Transportation
This award is offered to non-student members under the age of 35. Candidates must write a 5,000 word essay and a 300 word abstract on a project or study that they had a primary role in. Selected award recipients receive “Recognition at the ITE Annual Meeting and in ITE Journal,” an inscribed certificate, and up to $1,500 travel reimbursement to attend the ITE Annual Meeting.

This award has only been given out 6 out of the last 10 years.

Young Consultants Award
This award is sponsored by and funded by ITE’s Transportation Consultants Council. The award recognizes achievement in transportation consulting by younger employees of member firms of the Transportation Consultants Council. Candidates must write a “paper reporting on transportation consulting activities; the paper does not have to report upon a total project, but can cover the portion of the project for which the writer was responsible.”

This award has not been given out since 2011.

Transportation Consultants Council Young Professionals Grant Program
Grants are provided to members 35 years old or younger. Candidates must complete an application form and submit a one-page essay on why the individual should be selected to receive the grant.

This award was not given out in 2014.

After reviewing the history of these awards, it is clear that changes should probably be made to either attract more candidates or make them more sustainable over time. After discussions with multiple council members and ITE employees, it is apparent that the latter two awards lack appropriate funding mechanisms. Also, young members have been turned off by the need to write long essays to receive the awards.

We feel that the Young Member Committee should re-evaluate the effectiveness of these awards. The committee should also propose a new Young Member Award Program centered around promotion of our “star” young
members, an easy application processes that focus on merit or nomination (and not necessarily who can write the best paper), and a more sustainable funding plan.

After a cursory review of other Young Member Awards presented by other organizations, programs like ASCE’s “New Faces of Civil Engineering” or Civil Engineering Magazine’s “Rising Stars in Civil Engineering” may be a very effective way to recognize several young members each year. This program could also coordinate with Districts similarly to the Section Activities Award in which each District solicits candidates from their various Sections.

**Young Member Website**
At the Young Member Committee’s request, ITE created a new website: [www.ite.org/youngmember](http://www.ite.org/youngmember). This website, while still under development, contains information useful to young members, including information about the committee, the young member dues structure, relevant links, and a summary of the benefits of ITE involvement for both the young members and their employers.

**Opportunities for Committee Involvement**
Other benefits that this group recommends include increased opportunities for involvement within all levels of the organization. Similar to the structure within the Transportation Research Board, committees could create positions that are designated specifically for young members. This would have the joint benefit of providing an opportunity for involvement of young members and also bringing new ideas and personalities to the existing committees.

**Young Professional Events at Conferences**
Young member happy hours at international-level events have proven popular so far, and should be continued. These events have been held after the “official” events are over, often beginning at 8 or 9pm, and are open to all members. Marketing the happy hours as YM events, however, seems to encourage young attendance as well as attendance by more established professionals who want the chance to interact with the young members on an informal basis.

**Buddy Program at Conferences**
Given the somewhat overwhelming nature of attending one’s first international conference, many new attendees feel intimidated and do not become fully engaged. The group recommends implementation of a “buddy system,” in which established professionals are connected to new attendees on a voluntary basis and provide introductions and a familiar face. While many of the new attendees are young, members can attend their first meeting at any age, and therefore this buddy system would be helpful for ITE members of all ages.

**Joint Membership with YPT**
ITE should consider joining forces with Young Professionals in Transportation (YPT) to develop joint programming and an easy way to become a member of both organizations. This may include a simple checkbox on the online registration portal for ITE, which would allow a prospective member to pay both sets of dues at once, with ITE remitting the appropriate balance to YPT.

**Mentorship Programs**
Mentoring is very beneficial to new professionals, and ITE should encourage this strategy at the local level. Some sections and chapters are already engaged in mentoring programs; ITE should learn from these groups to develop a set of best practices, then work with all (or most) sections and chapters to develop similar programs.

**International Board of Direction Position for Young Professional**
Young members often feel out of touch with the IBOD. While the distance is far from intentional, the perception is created because the lines of communications between IBOD and younger members are convoluted. To break down this gap, we propose that an IBOD position be created for a younger member on the IBOD. We envision this Director would be a two-year position elected by International members under 35. Expectations for the Director would be to solicit input from younger members and report to the Board on younger member initiatives, challenges and issues. The Director would maintain accounts via social media, participate in the Young Member Council meetings, and attend International Meetings.
Feature Article/Section in ITE Journal
The ITE Journal can be another source of recognition of young members along with their activities and accomplishments. ITE should implement a young member section in the journal that is in a consistent place (the last page, or the third page, or some easily accessible location) that highlights either a young member or a recent young member event. This will have multiple benefits: it will remind young members around ITE that they are important enough to acknowledge, and it will remind the more seasoned professionals of the value that young members bring to the organization.

ITE Tutorial for New Members
ITE should provide a tutorial for all new members, regardless of age. A mentor would meet with a new member and outline all the benefits of ITE, such as Professional Record Keeping, Learning Hub, ITE Councils and Communities, meeting schedules, and Certificate Programs. This will remind all new members of the many benefits of their new organization.

Additional Funding for Young Members
Continuing with the theme that financial constraints prevent young members from being more involved in ITE, the organization should take steps to reduce this constraint. ITE can encourage host sections to offer scholarships for annual and District meetings, much as the Washington Section of ITE is doing for the annual meeting in Seattle in August 2014. ITE should also create dedicated funding sources for young member activities that could support both the Young Member Committee and future LeadershipITE participants through grants. While there are a number of ways to create this funding source, one initial idea is the inclusion of a giving line on the dues form that would allow current members to donate tax-deductible funds to the Young Member Committee and/or LeadershipITE.

X. Recruitment Strategy
The successful role out of a new membership fee structure would require active participation from International, the Districts, and Sections.

International Level
ITE should utilize the ITE Journal to attract and highlight young members and their professional successes and social events. The organization should also reach out to former students through social media, including Facebook and LinkedIn. The Young Member Committee will develop an additional series of ideas to improve recruitment on an international level.

District and Section Level
Sending letters or making phone calls to university transportation faculty, employers, and students within each District/Section is essential to getting the message about the improved value of ITE to existing and potential members. We have prepared sample letters to send out:

- Letter to Graduating ITE Student Members (Appendix D)
- Letter to New ITE Members (Appendix E)
- Letter to Employers of Young Members (Appendix F)

Young Member Committee
Following the initial push, the role of young member recruitment and retention will fall on the ITE Young Members Committee. The committee will create a best practices document describing how to best reach out and recruit young members.
XI. Discussions with District Leaders

Over the last several months, we have held many conversations with ITE leaders at all levels of the organization as well as with long-standing members to solicit feedback on improving the young member experience. Most think that there is much room for improvement. Some agree that cost is a primary hurdle for the young members, while others see the lack of clear benefits as a larger barrier than cost. Simplifying the potentially confusing fee structure was commonly cited as a needed improvement, as is increased electronic access to ITE’s wide variety of publications. The leaders vary as to the speed with which a reduced fee structure is needed – some would like to implement it immediately, while others would like to phase it in over time to see the effects. The financial impacts, particularly for the Section and District levels which have much more constrained budgets, are of great importance.

XII. Accomplishments to Date

Establishment of Young Member Committee
As mentioned in Section IX, ITE recently established a Young Member Committee made up of 11 members representing ITE’s younger population. Jenny Grote was appointed to serve as liaison between the IBOD and this committee. This committee represents the interests of young ITE members, and it will continue efforts to recruit, retain, and involve young members in ITE.

Development of Young Member Website
A young member page has been added to the ITE website as a consolidated way to present information to young members. This site currently contains a list of committee members, upcoming young member events, letters stating the value of ITE for employers and for graduating student members, and helpful links. More information regarding plans for this webpage is shown in Section IX of this report.

Reduced Dues Up To Age 26
The IBOD recently voted to reduce annual dues for young members up through age 26. Young members will begin paying dues at age 24. Initial dues will be $30, increasing to $55 at age 25 and $80 at age 26.

Reduced Meeting Registration Costs for Young Professionals
The IBOD voted to reduce meeting registration costs for young members, beginning with the 2014 Annual Meeting and Exhibit in Seattle, WA. Members who are age 35 or younger had the opportunity to pay a reduced fee of $300 to attend the meeting.

Young Professional Social Events at ITE Meetings
The young member committee sponsored a happy hour event at the ITE Technical Conference in Miami, FL, on March 10, 2014. A similar event is planned for the ITE Annual Meeting and Exhibit in Seattle, WA, on August 11, 2014.

XIII. Summary of Recommendations

Based on the significant drop off in membership between new graduates and established professionals, Group 1 offers the following recommendations to the ITE Board of Directors.
Reduced fees for young professionals
1. Graduated structure for annual dues ($30 to 30)
2. Reduced meeting registration rates for those under 35

New and proposed benefits for young professionals
1. Young Member Committee
2. Young Member Awards
3. Young Member Website
4. Opportunities for Committee Involvement
5. Young Professional Events at Conferences
6. Buddy Program at Conferences
7. Joint Membership with YPT
8. Mentorship Programs
9. IBOD Position for Young Professional
10. Feature Article/Section in ITE Journal
11. ITE Tutorial for New Members
12. Additional Funding for Young Members

Recruitment strategy
1. Utilize the ITE journal and website to reach out to recent students
2. Letters and phone calls to employers, graduating students, and new employees
3. Young Member Committee

XIV. Group 1 Contact Information

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adam Allen</td>
<td>609-587-8200 x4315</td>
<td><a href="mailto:aallen@maserconsulting.com">aallen@maserconsulting.com</a></td>
</tr>
<tr>
<td>Dongho Chang</td>
<td>206-684-5106</td>
<td><a href="mailto:dongho.chang@seattle.gov">dongho.chang@seattle.gov</a></td>
</tr>
<tr>
<td>Chad Hammerl</td>
<td>312-612-7290</td>
<td><a href="mailto:chad.hammerl@jacobs.com">chad.hammerl@jacobs.com</a></td>
</tr>
<tr>
<td>Katherine Kortum</td>
<td>202-334-3123</td>
<td><a href="mailto:kkortum@gmail.com">kkortum@gmail.com</a></td>
</tr>
<tr>
<td>Becky Malenke</td>
<td>205-912-8540</td>
<td><a href="mailto:becky.malenke@neel-schaffer.com">becky.malenke@neel-schaffer.com</a></td>
</tr>
<tr>
<td>Peter Truch</td>
<td>250-868-4925 x203</td>
<td><a href="mailto:peter.truch@opusinternational.ca">peter.truch@opusinternational.ca</a></td>
</tr>
</tbody>
</table>

List of Appendices
Appendix A: Group 1 Memo of Intent
Appendix B: Membership by Age and District
Appendix C: Preliminary Financial Impacts Calculated by ITE Staff
Appendix D: Letter to Graduating ITE Student Members
Appendix E: Letter to New ITE Members
Appendix F: Letter to Employers of Young Members
Appendix G: Group 1 Intermediate White Paper
Appendix H: Existing Young Member Activities
Appendix I: Results of Mentorship Survey
Appendix J: Survey for Recent Graduates
MEMORANDUM

Date: December 6, 2013
To: Hibbett Neel and ITE Young Members Committee
Cc: Michael Sanderson, Aliyah Horton, and Glenn Tecker
From: LeadershipITE Group 1 – Adam Allen, Dongho Chang, Chad Hammerl, Katherine Kortum, Becky Malenke, and Peter Truch
Subject: Group Project – Recruiting and Retaining Younger Members

As participants in the inaugural class of LeadershipITE, we have been tasked with identifying an issue that currently challenges ITE, analyzing this issue, assessing options, and preparing a background paper to present our conclusions. Our group has chosen to address recruitment and retention of younger members (loosely defined as those under age 35). Through this memorandum, we want to notify the committee of our intent to provide useful research and suggestions to increase ITE’s younger member population and subsequent involvement in the organization.

Our action plan for this project is as follows:

- Obtain and analyze current and historical ITE demographic data to determine existing membership composition and to identify past membership trends.
- Review the ITE dues structure to learn how dues are currently apportioned and to study the feasibility of reducing dues for younger members.
- Contact several universities throughout the United States and Canada to request e-mail addresses for transportation graduates from the past five years.
- Survey recent graduates and current upperclass students to determine reasons for their involvement or lack of involvement in ITE and to identify what would make ITE membership more valuable to them.
- Investigate methods organizations are using to recruit and retain younger members.
- Poll LeadershipITE class members to determine if mentors played a role in ITE membership and involvement.
- Evaluate the feasibility of an official ITE mentor program.

We are excited about working on this project, and we look forward to sharing our research and recommendations with the committee. In the meantime, please feel free to contact us via Peter Truch to ask questions or to request additional information. Mr. Truch can be reached by email (Peter.Truch@opusinternational.ca), by office phone (250-868-4925 x203), or by cell phone (250-801-9723). We are appreciative of any feedback from the committee and the Board of Direction regarding our action plan for this project.
Appendix B: Membership by Age and District

<table>
<thead>
<tr>
<th>Age</th>
<th>Northeast (1)</th>
<th>Mid-Colonial (2)</th>
<th>Great Lakes (3)</th>
<th>Midwest (4)</th>
<th>Southern (5)</th>
<th>Western (6)</th>
<th>Canada (7)</th>
<th>Int'l (8)</th>
<th>Texas (9)</th>
<th>Florida (10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>35</td>
<td>30</td>
<td>25</td>
<td>13</td>
<td>43</td>
<td>41</td>
<td>79</td>
<td>41</td>
<td>11</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>34</td>
<td>30</td>
<td>31</td>
<td>12</td>
<td>28</td>
<td>35</td>
<td>76</td>
<td>51</td>
<td>17</td>
<td>21</td>
<td>10</td>
</tr>
<tr>
<td>33</td>
<td>25</td>
<td>21</td>
<td>10</td>
<td>33</td>
<td>26</td>
<td>91</td>
<td>43</td>
<td>13</td>
<td>17</td>
<td>25</td>
</tr>
<tr>
<td>32</td>
<td>22</td>
<td>16</td>
<td>13</td>
<td>43</td>
<td>37</td>
<td>69</td>
<td>45</td>
<td>14</td>
<td>16</td>
<td>14</td>
</tr>
<tr>
<td>31</td>
<td>31</td>
<td>29</td>
<td>12</td>
<td>40</td>
<td>37</td>
<td>60</td>
<td>54</td>
<td>8</td>
<td>23</td>
<td>12</td>
</tr>
<tr>
<td>30</td>
<td>31</td>
<td>16</td>
<td>13</td>
<td>28</td>
<td>31</td>
<td>69</td>
<td>38</td>
<td>15</td>
<td>20</td>
<td>9</td>
</tr>
<tr>
<td>29</td>
<td>32</td>
<td>17</td>
<td>10</td>
<td>18</td>
<td>32</td>
<td>54</td>
<td>50</td>
<td>11</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>28</td>
<td>25</td>
<td>18</td>
<td>12</td>
<td>26</td>
<td>29</td>
<td>64</td>
<td>50</td>
<td>17</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>27</td>
<td>23</td>
<td>15</td>
<td>18</td>
<td>36</td>
<td>30</td>
<td>63</td>
<td>36</td>
<td>5</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>26</td>
<td>26</td>
<td>10</td>
<td>17</td>
<td>36</td>
<td>40</td>
<td>64</td>
<td>46</td>
<td>10</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>25</td>
<td>28</td>
<td>23</td>
<td>19</td>
<td>37</td>
<td>39</td>
<td>85</td>
<td>48</td>
<td>19</td>
<td>34</td>
<td>30</td>
</tr>
<tr>
<td>24</td>
<td>28</td>
<td>14</td>
<td>18</td>
<td>40</td>
<td>38</td>
<td>108</td>
<td>67</td>
<td>28</td>
<td>28</td>
<td>14</td>
</tr>
<tr>
<td>23</td>
<td>32</td>
<td>17</td>
<td>26</td>
<td>59</td>
<td>63</td>
<td>100</td>
<td>87</td>
<td>24</td>
<td>23</td>
<td>11</td>
</tr>
<tr>
<td>22</td>
<td>24</td>
<td>10</td>
<td>16</td>
<td>38</td>
<td>47</td>
<td>81</td>
<td>59</td>
<td>29</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>21</td>
<td>18</td>
<td>16</td>
<td>13</td>
<td>18</td>
<td>23</td>
<td>44</td>
<td>40</td>
<td>22</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>20</td>
<td>8</td>
<td>8</td>
<td>6</td>
<td>2</td>
<td>13</td>
<td>21</td>
<td>13</td>
<td>19</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>19</td>
<td>6</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>12</td>
<td>10</td>
<td>12</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>18</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>420</td>
<td>288</td>
<td>228</td>
<td>526</td>
<td>566</td>
<td>1142</td>
<td>779</td>
<td>278</td>
<td>275</td>
<td>204</td>
</tr>
</tbody>
</table>
## Appendix C: Preliminary Financial Impacts Calculated by ITE Staff

<table>
<thead>
<tr>
<th>District</th>
<th>Revenue with Current Dues Structure</th>
<th>Current Dues</th>
<th>Number of Young Members</th>
<th>Revenue with Proposed Dues Distribution</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Northeastern District</strong></td>
<td>$4,640.00</td>
<td>$20.00</td>
<td>232.00</td>
<td>$3,230.00</td>
<td>-$1,410.00</td>
</tr>
<tr>
<td>Metropolitan Section of NY/NJ</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$619.50</td>
<td>$619.50</td>
</tr>
<tr>
<td>New England Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$396.00</td>
<td>$396.00</td>
</tr>
<tr>
<td>New York Upstate Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$183.25</td>
<td>$183.25</td>
</tr>
<tr>
<td><strong>2 Mid-Colonial District</strong></td>
<td>$1,640.00</td>
<td>$10.00</td>
<td>164.00</td>
<td>$2,286.50</td>
<td>$646.50</td>
</tr>
<tr>
<td>Mid-Atlantic Section</td>
<td>$1,386.00</td>
<td></td>
<td></td>
<td>$822.25</td>
<td>-$563.75</td>
</tr>
<tr>
<td>Washington D.C. Section</td>
<td>$1,305.00</td>
<td></td>
<td></td>
<td>$768.00</td>
<td>-$537.00</td>
</tr>
<tr>
<td><strong>3 Great Lakes District</strong></td>
<td>$1,798.00</td>
<td>$15.50</td>
<td>116.00</td>
<td>$1,424.50</td>
<td>-$373.50</td>
</tr>
<tr>
<td>Indiana Section</td>
<td>$880.00</td>
<td></td>
<td></td>
<td>$242.75</td>
<td>-$637.25</td>
</tr>
<tr>
<td>Michigan Section</td>
<td>$841.50</td>
<td></td>
<td></td>
<td>$342.50</td>
<td>-$499.00</td>
</tr>
<tr>
<td>Ohio Section</td>
<td>$860.00</td>
<td></td>
<td></td>
<td>$393.25</td>
<td>-$466.75</td>
</tr>
<tr>
<td><strong>4 Midwestern District</strong></td>
<td>$7,325.00</td>
<td>$25.00</td>
<td>293.00</td>
<td>$4,682.00</td>
<td>-$2,643.00</td>
</tr>
<tr>
<td>Illinois Section</td>
<td>$1,240.00</td>
<td></td>
<td></td>
<td>$532.25</td>
<td>-$707.75</td>
</tr>
<tr>
<td>Missouri Valley Section</td>
<td>$1,296.00</td>
<td></td>
<td></td>
<td>$917.25</td>
<td>-$378.75</td>
</tr>
<tr>
<td>Oklahoma Traffic Engineers Association</td>
<td></td>
<td></td>
<td></td>
<td>$1,104.00</td>
<td>-$469.00</td>
</tr>
<tr>
<td>North Central Section</td>
<td>$1,350.00</td>
<td></td>
<td></td>
<td>$517.50</td>
<td>-$832.50</td>
</tr>
<tr>
<td>Wisconsin Section</td>
<td>$1,350.00</td>
<td></td>
<td></td>
<td>$517.50</td>
<td>-$832.50</td>
</tr>
<tr>
<td><strong>5 Southern District</strong></td>
<td>$6,060.00</td>
<td>$20.00</td>
<td>303.00</td>
<td>$4,456.50</td>
<td>-$1,603.50</td>
</tr>
<tr>
<td>Alabama Section</td>
<td>$625.00</td>
<td></td>
<td></td>
<td>$187.25</td>
<td>-$437.75</td>
</tr>
<tr>
<td>Deep South Section</td>
<td>$1,300.00</td>
<td></td>
<td></td>
<td>$391.90</td>
<td>-$908.10</td>
</tr>
<tr>
<td>Georgia Section</td>
<td>$1,960.00</td>
<td></td>
<td></td>
<td>$557.00</td>
<td>-$1,403.00</td>
</tr>
<tr>
<td>Kentucky Section</td>
<td>$270.00</td>
<td></td>
<td></td>
<td>$153.25</td>
<td>-$116.75</td>
</tr>
<tr>
<td>North Carolina Section</td>
<td>$1,680.00</td>
<td></td>
<td></td>
<td>$840.00</td>
<td>-$840.00</td>
</tr>
<tr>
<td>South Carolina Section</td>
<td>$480.00</td>
<td></td>
<td></td>
<td>$205.75</td>
<td>-$274.25</td>
</tr>
<tr>
<td>Tennessee Section</td>
<td>$1,275.00</td>
<td></td>
<td></td>
<td>$523.75</td>
<td>-$751.25</td>
</tr>
<tr>
<td>Virginia Section</td>
<td>$725.00</td>
<td></td>
<td></td>
<td>$380.50</td>
<td>-$344.50</td>
</tr>
<tr>
<td><strong>6 Western District</strong></td>
<td>$18,065.76</td>
<td>$29.28</td>
<td>617.00</td>
<td>$10,231.66</td>
<td>-$7,834.10</td>
</tr>
<tr>
<td>Alaska Section</td>
<td>$720.00</td>
<td></td>
<td></td>
<td>$219.05</td>
<td>-$500.95</td>
</tr>
<tr>
<td>Arizona Section</td>
<td>$980.00</td>
<td></td>
<td></td>
<td>$622.75</td>
<td>-$357.25</td>
</tr>
<tr>
<td>Central California Section</td>
<td>$50.00</td>
<td></td>
<td></td>
<td>$33.50</td>
<td>-$16.50</td>
</tr>
<tr>
<td>Central Coast Section</td>
<td>$400.00</td>
<td></td>
<td></td>
<td>$142.00</td>
<td>-$258.00</td>
</tr>
<tr>
<td>Colorado-Wyoming Section</td>
<td>$564.00</td>
<td></td>
<td></td>
<td>$399.00</td>
<td>-$165.00</td>
</tr>
<tr>
<td>Greater Oregon Section</td>
<td>$575.00</td>
<td></td>
<td></td>
<td>$144.00</td>
<td>-$431.00</td>
</tr>
<tr>
<td>Hawaii Section</td>
<td>$175.00</td>
<td></td>
<td></td>
<td>$55.00</td>
<td>-$120.00</td>
</tr>
<tr>
<td>Intermountain Section</td>
<td>$790.00</td>
<td></td>
<td></td>
<td>$591.50</td>
<td>-$198.50</td>
</tr>
<tr>
<td>New Mexico Section</td>
<td>$165.00</td>
<td></td>
<td></td>
<td>$99.50</td>
<td>-$65.50</td>
</tr>
</tbody>
</table>
### Appendix C (continued): Financial Impacts for Districts and Sections

<table>
<thead>
<tr>
<th>District/Section</th>
<th>Revenue with Current Dues Structure</th>
<th>Current Dues</th>
<th>Number of Young Members</th>
<th>Revenue with Proposed Dues Distribution</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern California Section</td>
<td>$675.00</td>
<td></td>
<td></td>
<td>$186.25</td>
<td>-$488.75</td>
</tr>
<tr>
<td>Oregon Section</td>
<td>$825.00</td>
<td></td>
<td></td>
<td>$376.75</td>
<td>-$448.25</td>
</tr>
<tr>
<td>Riverside/San Bernardino Section</td>
<td>$495.00</td>
<td></td>
<td></td>
<td>$283.00</td>
<td>-$212.00</td>
</tr>
<tr>
<td>San Diego Section</td>
<td>$720.00</td>
<td></td>
<td></td>
<td>$268.25</td>
<td>-$451.75</td>
</tr>
<tr>
<td>San Francisco Bay Area Section</td>
<td>$1,680.00</td>
<td></td>
<td></td>
<td>$658.50</td>
<td>-$1,021.50</td>
</tr>
<tr>
<td>Southern California Section</td>
<td>$2,925.00</td>
<td></td>
<td></td>
<td>$1,231.50</td>
<td>-$1,693.50</td>
</tr>
<tr>
<td>Washington State Section</td>
<td>$1,100.00</td>
<td></td>
<td></td>
<td>$518.25</td>
<td>-$581.75</td>
</tr>
<tr>
<td><strong>7 Canadian District</strong></td>
<td><strong>$11,331.60</strong></td>
<td><strong>$28.40</strong></td>
<td><strong>399.00</strong></td>
<td><strong>$5,732.70</strong></td>
<td><strong>-$5,598.90</strong></td>
</tr>
<tr>
<td>Atlantic Provinces Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$60.25</td>
<td>$60.25</td>
</tr>
<tr>
<td>Greater Vancouver Section</td>
<td>$1,185.00</td>
<td></td>
<td></td>
<td>$554.00</td>
<td>-$631.00</td>
</tr>
<tr>
<td>Hamilton Section</td>
<td>$180.00</td>
<td></td>
<td></td>
<td>$132.00</td>
<td>-$48.00</td>
</tr>
<tr>
<td>Manitoba Section</td>
<td>$280.00</td>
<td></td>
<td></td>
<td>$130.75</td>
<td>-$149.25</td>
</tr>
<tr>
<td>National Capital Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$45.50</td>
<td>$45.50</td>
</tr>
<tr>
<td>Northern Alberta Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$152.75</td>
<td>$152.75</td>
</tr>
<tr>
<td>Quebec Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$48.25</td>
<td>$48.25</td>
</tr>
<tr>
<td>Saskatchewan Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$141.00</td>
<td>$141.00</td>
</tr>
<tr>
<td>Southern Alberta Section</td>
<td>$440.00</td>
<td></td>
<td></td>
<td>$254.50</td>
<td>-$185.50</td>
</tr>
<tr>
<td>Southwestern Ontario Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$203.00</td>
<td>$203.00</td>
</tr>
<tr>
<td>Toronto Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$491.75</td>
<td>$491.75</td>
</tr>
<tr>
<td>Vancouver Island Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$76.50</td>
<td>$76.50</td>
</tr>
<tr>
<td><strong>8 International District</strong></td>
<td><strong>$1,110.00</strong></td>
<td><strong>$10.00</strong></td>
<td><strong>111.00</strong></td>
<td><strong>$718.50</strong></td>
<td><strong>-$391.50</strong></td>
</tr>
<tr>
<td>Australia &amp; New Zealand Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$84.50</td>
<td>$84.50</td>
</tr>
<tr>
<td>Brazil Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$1.50</td>
<td>$1.50</td>
</tr>
<tr>
<td>European Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$4.25</td>
<td>$4.25</td>
</tr>
<tr>
<td>India Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$23.50</td>
<td>$23.50</td>
</tr>
<tr>
<td>Israel Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$13.00</td>
<td>$13.00</td>
</tr>
<tr>
<td>South Africa Section</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$11.50</td>
<td>$11.50</td>
</tr>
<tr>
<td><strong>9 Texas District</strong></td>
<td><strong>$6,700.00</strong></td>
<td><strong>$50.00</strong></td>
<td><strong>134.00</strong></td>
<td><strong>$2,857.00</strong></td>
<td><strong>-$3,843.00</strong></td>
</tr>
<tr>
<td>Brazos Valley Section</td>
<td>$170.00</td>
<td></td>
<td></td>
<td>$69.25</td>
<td>-$100.75</td>
</tr>
<tr>
<td>Capital Area Section</td>
<td>$125.00</td>
<td></td>
<td></td>
<td>$128.75</td>
<td>$3.75</td>
</tr>
<tr>
<td>Dallas Section</td>
<td>$190.00</td>
<td></td>
<td></td>
<td>$173.50</td>
<td>-$16.50</td>
</tr>
<tr>
<td>Greater Fort Worth Section</td>
<td>$190.00</td>
<td></td>
<td></td>
<td>$140.75</td>
<td>-$49.25</td>
</tr>
<tr>
<td>Houston Section</td>
<td>$145.00</td>
<td></td>
<td></td>
<td>$218.00</td>
<td>$73.00</td>
</tr>
<tr>
<td>South Texas Section</td>
<td>$50.00</td>
<td></td>
<td></td>
<td>$52.75</td>
<td>$2.75</td>
</tr>
<tr>
<td><strong>10 Florida District</strong></td>
<td><strong>$1,815.00</strong></td>
<td><strong>$15.00</strong></td>
<td><strong>121.00</strong></td>
<td><strong>$1,384.50</strong></td>
<td><strong>-$430.50</strong></td>
</tr>
<tr>
<td>Florida Section</td>
<td>$1,635.00</td>
<td></td>
<td></td>
<td>$816.00</td>
<td>-$819.00</td>
</tr>
<tr>
<td>Puerto Rico Section</td>
<td>$180</td>
<td></td>
<td></td>
<td>$92.00</td>
<td>-$88.00</td>
</tr>
</tbody>
</table>
Appendix D: Letter to Graduating ITE Student Members

MONTH DAY, YEAR

NAME
COMPANY
ADDRESS
CITY, ST ZIP

Dear Mr./Ms. NAME:

Congratulations on your upcoming graduation! We want to be the first to welcome you to your exciting career in transportation. You have already experienced ITE as a student member. Now, we want to invite you to upgrade your membership and continue your professional journey with ITE.

Why ITE?

ITE is an international educational and scientific association of transportation professionals who are working together to meet the mobility and safety needs of the traveling public. ITE facilitates the application of innovative technologies and scientific principles for research, planning, design, implementation, operation, policy, and management for various modes of ground transportation. ITE also promotes professional development of its members, supports and encourages education, stimulates research, develops public awareness programs, and serves as a conduit for the exchange of professional information.

What's in it for me?

#1 Networking - Building a strong network of contacts is critical to career success. These contacts can be an invaluable source of information as you start your career. Meetings at the International, District, and Section levels offer many opportunities to meet and interact with transportation professionals. Also, ITE offers events and opportunities specifically designed for young members: social events at meetings, the young member committee, etc. The ITE network is also a great way to learn of job postings!

#2 Staying Current – Success in the profession requires that transportation professionals stay informed of industry happenings. ITE is at the forefront of numerous industry-changing initiatives and has published numerous manuals and guidelines for practitioners. The ITE Journal and newsletters also provide relevant articles each month to help you stay current.

#3 Technical and Career Training – ITE is the leading resource for technical training in transportation engineering. In addition, ITE offers training in soft skills like technical writing, presentation skills, and management. ITE’s courses are designed to teach new workplace skills, assist with preparation for certification examinations, and provide professional development hours to maintain licenses.

#4 Technical Resources – ITE Communities, the online forums available to members, are very active with practitioners, academics, and others sharing ideas and offering assistance. ITE members are only a post away from answers to transportation engineering challenges. In addition, the ITE website is being redesigned to become a straightforward reference for technical information. There is a page specifically devoted to young members, so be sure to check it out!

#5 Opportunities to be involved – Being involved in ITE and other professional organizations helps to boost a young professional's career. ITE provides many professional volunteer opportunities, including serving on a committee, assisting with planning a technical training workshop, and/or writing a newsletter article.
#6 Support for the industry. ITE International dues help fund the organization’s legislative efforts. When elected officials or other professional organizations need transportation-related technical support or assistance advocating for positive change in the industry, ITE is ready and able to provide support. ITE has partnered with over 35 other organizations including ARTBA, APWA, AARP, AASHTO, NACTO, ITS America, and YPT.

#7 Mentorship – ITE offers mentorship opportunities, both formally and informally, for new and younger members.

How do I sign up?
ITE offers reduced annual membership dues for young members, and the first year is complimentary. From age 24 through age 30, membership dues increase incrementally, beginning at the low rate of $30. In addition, young members can attend ITE meetings at a reduced registration fee. Scholarship opportunities are also available for some meetings. To upgrade your membership, simply notify ITE that you have graduated and wish to be transferred to Member status. Also, contact your local Section at WEBSITE to get involved at the local level.

We look forward to your continued involvement in ITE!

Respectfully,

ITE Leadership Team
Or Local State Chapter
Appendix E: Letter to New ITE Members

Date

Name
Employer
Address
City/state

Dear Name:

Congratulations! You have been transferred to the grade of Member with the Institute of Transportation Engineers. We are pleased that you will remain part of the ITE community and look forward to being your source for expertise, knowledge, and ideas. Your official membership certificate is enclosed along with information on ITE programs. Your membership ID number will continue to be XXXX, and you will need this number to log on to the Members Only section of the ITE Web site; here you can find many resources, including the ITE Community, which is ITE's professional networking site.

ITE Student Members who are upgraded to full members through DATE, will have all fees waived. The only amount owed for your 2014 membership is the student rate dues already billed to you.

As you already know, ITE membership is an invaluable resource for increasing your professional marketability. Here are just a few benefits you should be taking advantage of:

- **Industry Resources:** ITE provides a wide variety of resources for the transportation professional, including ITE Journal, ITE E-newsletter, the ITE Community, the ITE bookstore, and the ITE Employment Center.
- **Professional Development:** ITE helps you meet and maintain your professional competency requirements through offerings that include webinars, online learning, courses on CD-Rom, and classroom sessions.
- **Networking:** participation at national and local events, as well as council involvement, provides face-to-face networking while the ITE Community allows you to communicate and collaborate with your fellow members online any time of day.
- **Leadership Opportunities:** involvement in ITE International's programs, councils, and committees, along with local districts, sections, and chapters, provide members the opportunity to build their resume while contributing to the transportation industry.
- **Discounts:** discounts on publications, meeting registrations, and professional development offerings more than cover your yearly dues, and be sure to check out the discounts we offer from partner companies at http://www.ite.org/membersonly/affinity_programs/index.asp.

ITE's effectiveness depends largely on active member participation. We encourage you to contribute to ITE programs, submit articles for ITE Journal and/or your section newsletter, and to contact us with your ideas and suggestions on how we can best fit your needs. If you have any questions about your membership, please contact me at jchilds@ite.org or +1 202-785-0060 ext. 124.

Sincerely,

Jennifer B. Childs
Membership Associate-Data Services

P.S. Don't forget to check out the ITE Community at community.ite.com today!
Appendix F: Letter to Employers of Young Members

Date

NAME
COMPANY
ADDRESS
CITY, ST ZIP

Dear Mr./Ms.<name>.

We are excited to announce a new ITE annual membership dues structure for 2015. From graduation through age 30, membership dues will now increase incrementally, beginning at the low rate of $30. There will be no increase to the annual dues for new and current members over 30.

ITE is making this investment in young professionals to recruit future leaders and create a more diverse ITE membership base, with an understanding of the financial challenges that younger professionals experience. In a recent survey, young professionals listed membership cost as the overwhelming reason they choose not to become members of professional organizations – including ITE. Our industry needs leaders both today and tomorrow. We encourage your organization to invest in your young transportation professionals by encouraging them to become members of ITE.

Who we are
The Institute of Transportation Engineers is an international educational and scientific association of transportation professionals who are responsible for meeting the mobility and safety needs of the traveling public. ITE facilitates the application of innovative technologies and scientific principles to research, planning, design, implementation, operation, policy, and management for ground transportation. Through its products and services, ITE promotes professional development of its members, supports and encourages education, stimulates research, develops public awareness programs, and serves as a conduit for the exchange of professional information.

Importance of ITE Membership

#1 Networking (both business and social) - Building a strong network of contacts is critical to career success at any age.

#2 Staying current – Success in the profession requires that transportation professionals stay abreast of industry happenings. ITE is at the forefront of numerous industry-changing initiatives, has led research initiatives, and has published manuals and guidelines for practitioners.

#3 Technical and Career Training – ITE is the leading resource for technical training in transportation engineering. ITE is also beginning to offer training on technical writing, presentation skills, and management.

#4 Technical Resources – ITE Communities, the online forums available to members, are very active with practitioners, academics, and others sharing ideas and offering assistance. ITE members are only a post away from answers to traffic engineering challenges. In addition, the ITE website is being redesigned to become a straightforward reference for technical information.

#5 Opportunities to be involved – Being involved in ITE and other professional organizations helps to boost a young professional's career. ITE provides many professional volunteer opportunities, some of which include planning a lunch meeting, setting up a technical training workshop, or writing an article for the local section's newsletter.
**#6 Support for the industry.** ITE International dues help fund the organization’s legislative efforts. When elected officials or other professional organizations need transportation-related technical support or assistance advocating for positive change in the industry, ITE is ready and able to provide support. ITE is linked to over 30 other organizations including ARTBA, APWA, AARP, AASHTO, NACTO, and ITS America.

**#7 Mentorship** – ITE offers mentorship opportunities, both formally and informally, for new and younger members.

We thank you for encouraging your employees to become members of ITE and play a more active role in shaping the future of transportation engineering and planning. For additional information please contact <local chapter representative phone number and e-mail address>.

Respectfully,

ITE Leadership Team
Or Local State Chapter
Appendix G: Group 1 Intermediate White Paper

ITE Young Member Recruitment & Retention
Technical Conference Follow-up and Request for Information

Statement of Problem
Like many professional organizations, ITE is experiencing a decline in membership. This trend affects not only ITE but the entire transportation profession, as with fewer numbers, our voice to promote transportation initiatives becomes weaker. This trend of declining membership is particularly apparent among younger professionals. ITE has strong student involvement at universities with nearly 3000 student members nationwide; however, only a small fraction of these students maintain their membership following graduation.

Six members (Group 1) of the inaugural LeadershipITE program have taken on the issue of improving the recruitment and retention of younger members (loosely defined as those under age 35). This paper summarizes our current findings. It also lists information we are requesting from ITE International to assist in the development of our final plan to be presented to the ITE Board of Directors in August 2014.

Recommendations: Reduce Costs and Improve Benefits
As with any management decision, we are looking at two sides of the problem: costs and benefits.

Cost
Cost is a primary obstacle to young professionals retaining their membership. We recommend reducing this obstacle through two modifications to begin in 2015: (1) implement a tiered annual dues structure for young professionals and (2) set an “Under 35” registration fee for both the Annual Meeting and Technical Conference.

Tiered Annual Dues Structure
We recommend the following membership cost structure be implemented for 2015:

<table>
<thead>
<tr>
<th>Age</th>
<th>Full Professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>Emerging Professional</td>
</tr>
<tr>
<td>Age 26 – 30</td>
<td>$50</td>
</tr>
<tr>
<td>Age 31 – 35</td>
<td>$125</td>
</tr>
<tr>
<td>$200</td>
<td>$235*</td>
</tr>
</tbody>
</table>

* Current ITE International Membership cost is $235 (US)

Under 35 Registration Fee
We recommend ITE International establish an Under 35 registration fee equal to the Retired Members registration fee for both the Annual Meeting and Technical Conference.

Benefit
Increasing young professional membership and attendance will require improving the ITE experience for young transportation professionals. We will explore ways to enhance the membership experience through:

- Mentorship programs
- Potential coordination with other organizations such as the Young Professionals in Transportation
- Networking events and other activities for young members
- Young member positions on councils, committees, and task forces
- “Buddy” system for first time meeting attendees
- Increased use of social media and online communications

Implementation: Outreach to Younger Members
Reducing dues and registration fees without a parallel effort to increase membership and attendance would result in a loss of revenue. As a result, we will aid in outreach efforts through:

- Sending letters/e-mails to university sponsors
- Sending letters and e-mails to Section/District Presidents to encourage additional employer support.
• Membership drives with incentives for both new members and employees
• Providing employers with information emphasizing the value of ITE membership for employees

We will also work with the newly-established **ITE Young Professionals Committee** to establish ongoing and future programs to recruit and retain young professionals.

**Summary of Information Requested**

In order to complete our task, we request the following information from ITE International.

• Membership numbers broken down by age
• Percentage of annual ITE income that is from ITE memberships
• Percentage of annual ITE income that is from conference registration fees
• Contact information for all ITE university sponsors
• Contact information for all Section and District Presidents
• Cost per member to send a hard copy of ITE Journal to members

**Contact Information**

For additional information please contact any one of the members of Group 1:

Adam Allen 609-587-8200 ext: 4315 aallen@maserconsulting.com
Dongho Chang 206-684-5106 dongho.chang@seattle.gov
Chad Hammerl 312-612-7290 chad.hammerl@jacobs.com
Katherine Kortum 202-334-3123 kkortum@gmail.com
Becky Malenke 202-912-8540 becky.malenke@neel-schaffer.com
Peter Truch 403-268-2673 peter.truch@opusinternational.ca
Appendix H: Existing Young Member Activities

**Young Member Networking/Social Events**
Most of the districts and sections have implemented some sort of networking event(s) for younger members. These include the Texas District’s Late Night Social held at each of the semi-annual district meeting and the Met Section’s After Party, which is held after 2-3 section meetings each year. The Met section often pays for the first round of drinks with its $1500 annual budget. The DC section has avoided organizing networking-only events, as they see this as being the realm of Young Professionals in Transportation; instead, they create events that have a technical focus and partner with YPT for the social activities.

Other networking activities include bowling, sporting events (both attending and playing), miniature golf, and pub crawls. Chapters have also set up tours of local transportation projects and/or facilities, although several districts refer to these as “active” tours instead of “younger member” tours.

To summarize the feelings about ITE International events, as stated by one young member: “ITE used to be fun, renting out back rooms of pizza places and staying out until 2:00 am. So why are we now going to banquet halls that cater to funerals?”

**Awards**
The Western District has implemented a Young Professional Achievement Award to recognize young professionals who are 35 or under and are members of the Western District. The recipient of the award receives a plaque at the Western District Annual Meeting, presented by a member of the board or chairperson. For more information, see [http://westernite.org/aboutus/awards/young-professional-achievement-award/](http://westernite.org/aboutus/awards/young-professional-achievement-award/).

The Western District also has a Best Annual Meeting Paper Award, for the best technical paper submitted for the ITE Western District Annual Meeting by a member 35 or under. For more information, see [http://westernite.org/aboutus/awards/best-annual-meeting-paper-by-a-young-professional](http://westernite.org/aboutus/awards/best-annual-meeting-paper-by-a-young-professional).

In addition to awards for the young professionals themselves, the Western District has also created an Employer Achievement Award. It recognizes employers for supporting young professionals (professionals 35 years or younger). For more information, see [http://westernite.org/aboutus/awards/employer-recognition-award](http://westernite.org/aboutus/awards/employer-recognition-award).

**Mentoring**
Several districts have considered a mentoring program, although, to date, none seem to have been particularly successful. The Met section has looked into the idea, although the program has not yet been started. The DC section is also planning a mentoring-type project. Their program will include four young professionals who will work closely with the ITE DC Section Board to plan events as a way of getting younger folks involved in Section leadership.

The Western District has developed a program called One-on-One Mentoring, and the program is currently on hold. They found that managing the program was difficult and it would likely work better at the section level. Sections are encouraged to work with younger members, but if there is not enough interest, to reach out to student members as well. The Western District website for more information is [http://westernite.org/students-education/mentoring-program/](http://westernite.org/students-education/mentoring-program/). A few sections within the Western District are doing mentoring programs, although the status isn’t clear; Southern California is not one of these sections.

The Western District also has developed a plan to provide first-time attendees at the conferences with a seasoned professional as a “buddy” to help them get the most out of the conference. The district will implement the buddy idea for the 2014 District Meeting. The program is not restricted to young member but anyone who is attending the meeting for the first time.

**Emerging Professionals Conference**
The Met Section organized an Emerging Professionals Conference, a low-cost ($35) afternoon conference that included lunch. It was followed by a YM-sponsored happy hour. There were two sessions; the first was with Carl
Selinger, the author of *Stuff You Don’t Learn in Engineering School*. The second was a roundtable discussion with senior leadership from ITE and both the public and private sectors.

**Member appreciation events**
The Western District, and possibly others, feels that many local sections do not provide enough incentive for local professionals to become members instead of just attending the occasional event. For those younger members that attend one or two ITE events a year, a small discount on a few local events does not justify the cost of a full membership. Member-only appreciation events outside of the monthly meetings may encourage more individuals to become full members. The District has not yet taken action on this idea.

**Young member presentation night**
The Washington section of the Western District hosts a young member presentation night. They encourage students and other young members to present their research or projects, and it has proven to be popular for students, young professionals, and seasoned professionals.

**SimCap Events**
At least two of the districts (in DC and South Carolina) have developed SimCap events for their members. While these are not organized by or dedicated to younger members, they do draw a younger crowd than many other ITE events, and young members are often involved with their organization and marketing.

**Scholarships**
The Texas District offers the Jim Carvell Travel Fellowship to assist a student member in attending the ITE Annual Meeting. It reimburses the student for “meeting registration, coach class airfare purchase not less than two weeks in advance, base hotel rate and applicable taxes, surface transportation costs including rental car, taxi, shuttle, public transportation, gasoline, or IRS mileage reimbursement if personal vehicle is used.” The Texas District also offers up to two $1000 awards for graduate students in Texas. Both of these are geared toward students, not young professionals.

Several districts have offered financial help to those accepted to LeadershipITE. The Western District, for example, has provided $3,000 in funding (which covers tuition) for two district members.

**Suggested Future Activities**
Bring ITE Younger Members into local high schools to act as mentors, tutors, or speakers.

While most of the sections have teams competing at the Traffic Bowl, this is geared towards students, not young professionals. However, young professionals could serve as coaches/mentors for the team. For example, in the Texas District, the young members are responsible for putting together and running the district’s Traffic Bowl competition.

Each district could sponsor a Young Member award. This could not only encourage young member participation locally but also create a platform for an International level award; the individuals awarded at the District level would then be considered for an International award. Also, on the International level, recognizing an employer that provides outstanding support for young members may result in greater younger member awareness of and participation in ITE.
## Appendix I: Results of Mentorship Survey

<table>
<thead>
<tr>
<th>Mentor?</th>
<th>Question 1</th>
<th>Question 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes, Lynn LaMunyon</td>
<td>Yes</td>
</tr>
<tr>
<td>Yes</td>
<td>Yes, Paul Eng-Wong</td>
<td>All of the above in addition to taking me to Council meetings and encouraging me to get involved, and guiding me every step of the way.</td>
</tr>
<tr>
<td>Yes</td>
<td>I took the initial initiative but have since benefited from the support of a couple mentor type people (a supervisor at my place of employment and an experienced ITE member who hopes to keep others in the local area very involved in the larger profession (TRB, ITE, etc.)</td>
<td>Supported my request for financial support to attend trainings, etc. Shared meeting invitations to opportunities I may be interested in and benefit from. Provided me with ideas for papers and presentations and supported me through them. Put in a good word for me with their contacts and provided letters of support.</td>
</tr>
<tr>
<td>Yes</td>
<td>Yes, there were several. An undergraduate professor (Dr. Neil Rowan) introduced me to ITE. The Student Chapter Advisor/Chairman of my Master’s Degree committee (Dr. Dan Fambro) encouraged and supported involvement. Both of my employers (Gary Jost with Barton Aschman and Jim Lee with Lee Engineering) have also supported involvement.</td>
<td>Some of all of the above. Dr. Rowan introduced me to the student chapter that got me to my first TexITE meeting. Dr. Fambro pushed the chapter when I was president and guided us to winning the student chapter award which allowed me to attend my first ITE international meeting. He also introduced me to other ITE members. Employers have paid for membership and travel for meetings.</td>
</tr>
<tr>
<td>No</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Yes</td>
<td>Yes; when I was in Nashville, TN as a young engineering analyst, my boss, Chris Rhodes, was very active in the Tennessee Section of ITE. He was instrumental in getting me plugged in and involved at an early stage. When I moved to GA, I became involved in a formal mentorship program here at the section level, and my mentor was David Low.</td>
<td>When I was in Tennessee, Chris made certain to keep me updated with the schedule of events/meetings and made certain my attendance was a priority as it related to my workload. After moving back to GA, becoming involved in the GAITE Mentorship program was an excellent way for me to get to know members and the organization of an unfamiliar section. Because of the mentorship program, I became more plugged into the organization than I would have otherwise.</td>
</tr>
<tr>
<td>Yes</td>
<td>John Corbin of WisDOT, Steve Cyra and Ken Voigt at my first consulting job out of school. Steve and Ken encouraged getting involved with ITS as an entry level engineer by supporting membership dues in ITE and allowing me to get involved with a committee. I was also allowed to attend the ITE Annual Meeting in Toronto (1998).</td>
<td>I worked for John Corbin during my last two years of my undergraduate degree at Wisconsin DOT. John was the Wisconsin Section President and encouraged me to attend ITE Wisconsin Section Meetings and submit a paper based on some ramp meter studies I was performing for him. The paper also won the District Student Paper Award.</td>
</tr>
<tr>
<td>Yes</td>
<td>Yes, Lynn LaMunyon</td>
<td>Yes</td>
</tr>
<tr>
<td>Yes</td>
<td>Earl Newman, past president of ITE, was my first supervisor here at the City and encouraged my involvement and membership in ITE. His encouragement was without bounds, and included maintaining a travel budget that allowed me and others to attend section and ITE meetings, as well as introducing me to many of his peers that have been long-time members of ITE.</td>
<td>He also spent time talking with me about the organization, giving me insight on ITE’s purpose, structure, and filling me in on what was going on at the ITE Board level. For that, I am very appreciative, and now that I hold his job here at the City, I pass along that same encouragement to my staff.</td>
</tr>
<tr>
<td>Yes</td>
<td>Mine influences were Dr. Dan Fambro and Dr. Ray Krammes.</td>
<td>Dr. Krammes got me introduced to the student chapter where I quickly became a leader. Dr. Fambro was very active in the district and encouraged me to present and be active. I requested to be placed on a district committee which later got me active in the district’s younger member committee, then its chair, and eventually section leadership then followed by district leadership. I can that Dr. Fambro was my inspiration for modeling my ITE leadership pursuits.</td>
</tr>
<tr>
<td>Yes</td>
<td>I had two mentors. The first was a coworker who invited me to attend ALSITE meetings with her soon after I started working in the “real world”. She introduced me to other ALSITE members and helped me feel welcome at meetings.</td>
<td>After attending meetings for several years, another woman started unofficially mentoring me by encouraging me to plug into committees and ultimately run for office. She has been through all offices at both the section and district levels and has taught me a lot about ITE and the profession. I still meet with her periodically and she wrote one of my recommendations for LeadershipITE.</td>
</tr>
<tr>
<td>No</td>
<td>No.</td>
<td>Thinks a mentor would have helped him stay active.</td>
</tr>
<tr>
<td>Yes</td>
<td>Jeff Young (Employer McHenry County DOT),(Past MW District President, Past IL Section Board, Current: ITE Public Sector ) could be credited with bringing several younger members into the IL Section of ITE. Jeff was a consultant with Civiltech Engineering when he was active recruiting younger members. He continuously be introducing younger members to each other and to senior professionals. The value for me was realizing how many different firms were working in Chicago, the types of projects that were going on and who were the key players. This information can only be obtained by networking through organizations like ITE.</td>
<td>Jeff was a mentor and I am not sure that he knew it. He was only a year or two older than the next generation of transportation professionals he was trying to recruit. The combination of being younger, but very knowledgeable in ITE was the key to his success (whether he knew it or not). Jeff did not provide financial support, but did help with the selling points for young engineers to go back to their employers to go to the next event.</td>
</tr>
<tr>
<td>No</td>
<td>I got involved in college. Our chapter at Michigan State wasn’t super active but they did take the group to TRB every year. That is when I was really exposed to not just ITE but the larger field of transportation. I can remember (at TRB) going to the ITE headquarters and meeting with a bunch of other student chapters. If it hadn’t been for those trips to TRB, I don’t think I would have heard of the Texas Transportation Institute or pursued a graduate degree in the field. I believe that MSU heavily subsidized those trips to TRB. They were heavily attended – many kids just for the free trip to D.C. of course.</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>We were always the largest student chapter there. I stayed involved at Texas A&amp;M where it was just expected that you would attend the monthly luncheons, etc. All the graduate students were involved. We would attend all of the TxITE District meetings and many of the members would go out of their way to meet the students, etc. We also handed out resumes, etc. and they give awards to the top student member and top student chapter.</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>There were a handful – but Shawn Leight was a prominent one (current MWITE District Director).</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>We were local colleagues involved in our ITE Chapter together. He became more involved at higher levels before I did (I was having kids J), and consistently encouraged me and recommended me for volunteer &amp; elected positions within the organization. It also was easy for me to stay connected to the organization by relying on his experience and contacts. Three years ago, Shawn became my supervisor and is VERY supportive of ITE involvement (and, as a company principal, encourages company leadership to be supportive as well). This has been instrumental in my ability to continue to grow my involvement in the organization.</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>I became interested in transportation early when I was in school. I cannot remember if a professor encouraged me to get involved or not. But once I was involved and started to apply for WI Section scholarships and attend meetings, I realized the value and kept attending. I believe in some of my classes we could skip class and get “credit” for attending some all-day WI-ITE workshops.</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>Once I was involved, I became the student chapter president and really tried to get people to attend events. I secured funding for the conferences and the student chapter paid for local events. I think it was a lot of direct contact with people that made them stick with it. I know after I left UWM, ITE remained strong for a couple years, but it was rocky since then. I would say the biggest challenge for undergrads is you typically don’t know your focus until your senior year. So a lot of people tend to steer towards ASCE since you have chosen “civil”. Our ASCE/ITE meetings were jointly held so I always had an audience, but only ¼ were actually members of ITE.</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>Yes, Alex Ariniello was my supervisor for almost ten years and he played a significant role in my ITE membership and involvement</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>Alex was secretary/treasurer, vice president and president of the Colorado Wyoming section and presented at many Western District ITE conferences and local ITE meetings during the time he was my supervisor. He had me help with his tenure in the executive section leadership. He encouraged me to attend local meetings and financially supported my membership and attendance to the local meetings. He also encouraged me to participate and become a committee chair and he supported me when I decided to run for secretary/treasurer of the Colorado/Wyoming section. He also encouraged me to present at and attend the Western District ITE conferences and financially supported my attendance at these meetings by paying for my registration and travel expenses.</td>
<td></td>
</tr>
</tbody>
</table>
Appendix J: Survey for Recent Graduates

The Institute of Transportation Engineers is conducting a survey of recent transportation graduates to determine how we can best structure our organization to enhance membership value and meet the needs of young transportation professionals. Your input is very valuable to us, so please consider taking a few minutes to complete this short survey.

1. When did you graduate with your most recent degree?
2. Were you a member of an ITE student chapter?
3. If so, were you an officer?
4. If you were a student chapter member, why did you choose to become a member? Choose all that apply:
   - Networking
   - Social events
   - Ability to attend conferences
   - Advisor suggested joining
   - Friends were members
5. Are you currently working in the transportation field?
6. Are you a member of your local Section of ITE?
7. If so, are you an officer?
   - Yes
   - No, but I have served as an officer in the past.
   - No, but I’m considering running for office.
   - No
8. If you are a current ITE member, why did you choose to become a member? Choose all that apply.
   - Connections to the organization from my student days
   - Develop professional connections
   - Discounted registration rates for conferences
   - Employer required membership
9. If you are NOT a current ITE member, what has kept you from joining? Choose all that apply.
   - Annual membership cost is too high.
   - Conferences are not valuable enough to me.
   - The time and/or place of meetings is inconvenient.
   - ITE does not address my current line of work.
   - I don’t know any other ITE members.
   - I am not aware of ITE.
10. What could ITE do to make membership more valuable to you?